



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

ZSFG FY 21-22 ANNUAL REPORT

Susan Ehrlich, MD, MPP
December 6th, 2022



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



San Francisco
Department of Public Health

About ZSFG



OUR MISSION

The mission of Zuckerberg San Francisco General Hospital & Trauma Center is to provide quality health care and trauma services with compassion and respect.



OUR VISION

Our vision is to be the best hospital by exceeding patient expectations and advancing community wellness in a patient-centered, healing environment.



OUR VALUES

Joy in our Work

Staff satisfaction is related to higher quality of care and outcomes for our patients.

Compassionate Care

Our deep social justice mission is how we distinguish ourselves.

Thirst in Learning

A learning organization allows for transformation and continuous improvement.

ZSFG By the Numbers



PATIENTS SERVED
100,385



PUBLIC COVID-19
VACCINATIONS
69,303



STAFF COVID-19
VACCINATIONS
9,131



OUTPATIENT VISITS
361,469



MEDICAL & PSYCHIATRIC
EMERGENCY VISITS
58,749



URGENT CARE VISITS
41,533



BABIES BORN
1,164



TRAUMA ACTIVATIONS
2,431



LICENSED BEDS
397



UCSF STAFF
2,400



DEPARTMENT OF
PUBLIC HEALTH STAFF
3,500

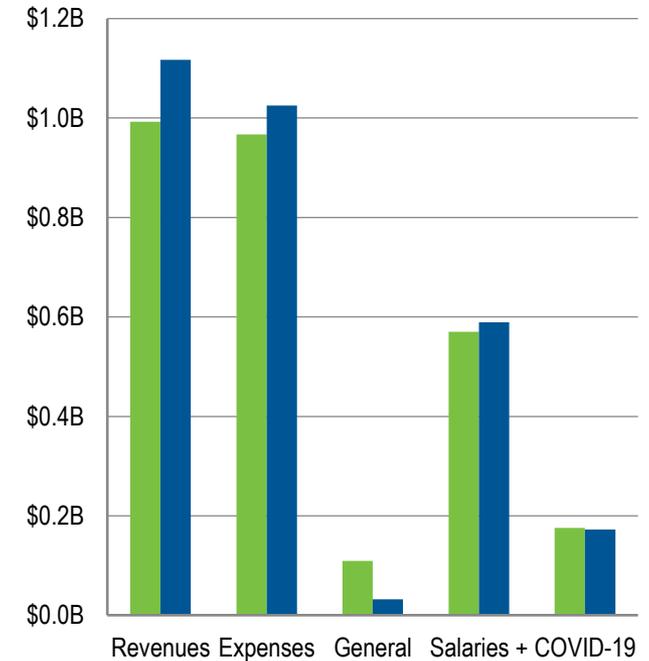


VOLUNTEERS
400

ZSFG Financials

Financials

	FY 20-21	FY 21-22
Total Operating Revenues	\$992,158,335**	\$1,117,120,715**
Total Operating Expenses	\$966,927,385**	\$1,024,981,855**
General Fund	\$109,174,007	\$32,170,878*
Salaries and Fringe Benefits (included in total operating expenses)	\$570,100,482	\$588,873,873
Total ZSFG COVID-19 Expenditures ^{SEP} (not incl. in Operating Exp)	\$175,729,115	\$172,853,115

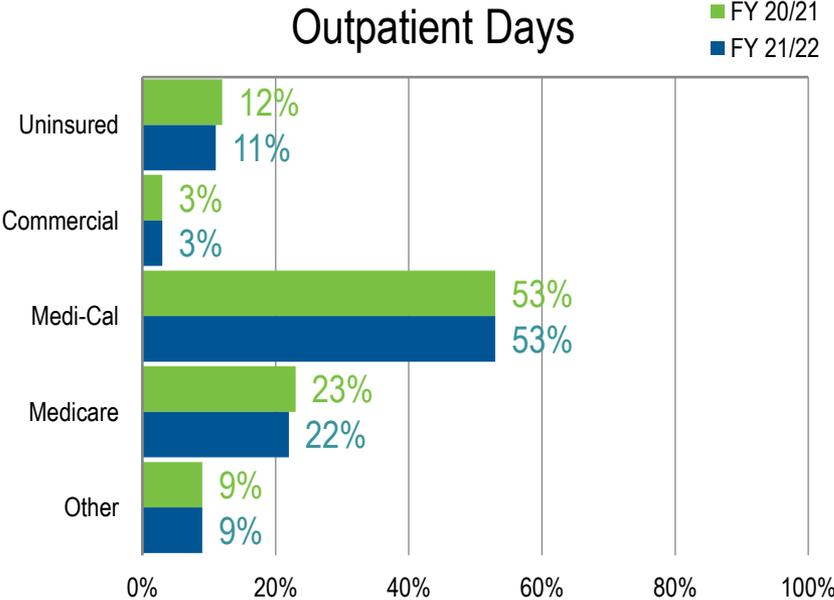
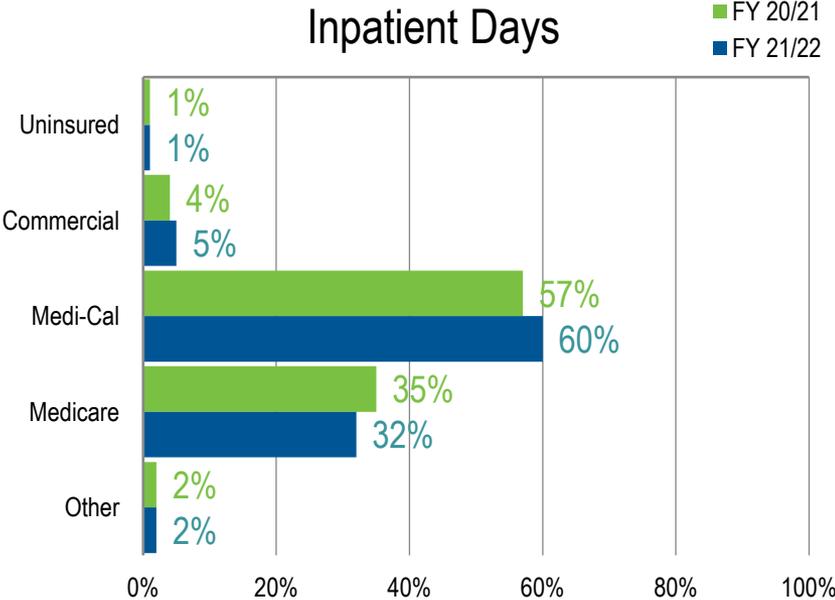


*FY2022 General Fund Support may change due to Controller adjustments.

**In agreement with DPH and the Controller, methodology for calculating operating revenues and expenditures has changed for FY22. FY21 financials have been restated using the new methodology.

ZSFG Payor Sources

Payor Sources



***Medi-Medi patients are included in Medicare

UCSF Research at ZSFG

At ZSFG there are more than 300 UCSF principal investigators, researchers and research support staff working on 980 funded awards, totaling nearly \$200 million.

Below are just a few of the incredible projects that UCSF researchers have worked on this past year.

Neal Benowitz, MD

The Research Behind Biden's Plan to Reduce Nicotine in Cigarettes

Diana Greene Foster, PhD

UCSF Turnaway Study Shows Impact of Abortion Access on Well-Being

Geoffrey Manley, MD, PhD

Brainpower May Take A Beating Following Concussion

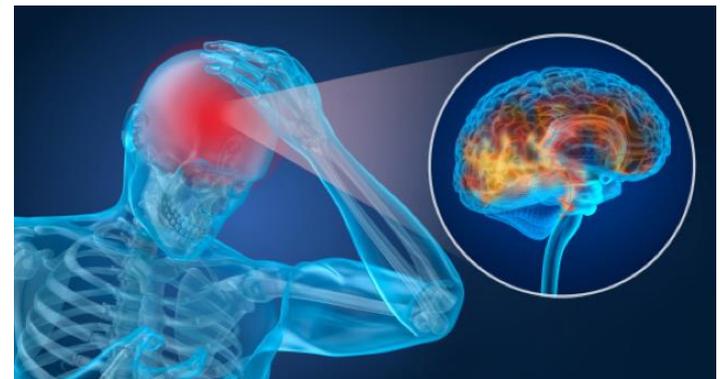
Total: **\$191 million**

Non-Federal:
\$92 million

Federal: **\$99 million**

Research Awards at
ZSFG: **980**

Principal Investigators
at ZSFG: **300**



Partnership with the SF General Hospital Foundation

The San Francisco General Hospital Foundation (SFGHF) was established in 1993 by a group of volunteers dedicated to supporting those served by our city's public hospital.

2022 Hearts in SF Event

SFGHF was thrilled to have more than a thousand registered guests for the 2022 Hearts in San Francisco Virtual Gala, raising \$1.8 million to support San Francisco's beloved public hospital and only Level 1 trauma center.



Equity and Innovation Grants

The Foundation has awarded more than 500 grants and \$12 million dollars since 2004 to departments across ZSFG.

Care for All: Equity and Inclusion

By applying the lens of equity, the hospital is better able to address the structural inequities that many in our community face.

Transforming Health Care: Innovation and Leadership

Efforts to test, innovate, and incubate new and transformative models of care with emphases on whole-person care, team-based approaches, and continuous quality improvements.



COVID-19 Response & Recovery

COVID Surges

Throughout each surge, staff stepped up in ways that are truly remarkable: care teams, environmental services workers, finance teams, occupational health staff, laboratory teams, and testing and vaccination teams to name just a few.



Below are some of the many ways ZSFG worked to ensure a safe, high quality, well-resourced and fulfilling workplace for everyone:

- Instituted new return-to-work guidelines;
- Implemented well-practiced surge plans to ensure ZSFG cared for the highest priority patients and that staff were available;
- Collaborated with community partners to create as many discharge avenues as possible for non-critical and non-acute patients;
- Limited visitors to comply with health orders and to ensure a safe workplace;
- Provided unprecedented numbers of tests for our patients every day;
- Continuously monitored workforce and patient areas to ensure best distribution of resources; and
- Listened to staff to better improve service during this time.

COVID-19 Response & Recovery

Vaccines & Boosters

During the fiscal year, ZSFG administered 8,835 doses of the booster vaccine to employees, and the ZSFG Urgent Care Clinic administered 46,587 booster doses to patients.



Staff Testing

The OHS team achieved goals of access to nurse-obtained COVID-19 PCR testing within 24 hours of employee calls and provided results in under twelve hours using the campus clinical laboratory.



Celebrating Successes

On December 14, 2021, San Francisco reached the milestone of fully vaccinating 80% of its population, one of the highest rates in the nation.

ZSFG and the outstanding vaccine team were essential in achieving this milestone; more than a quarter of a million vaccine doses have been provided on campus since the beginning of the pandemic through June 20, 2022.

Highlights

ZSFG Mahoney REIGN Nursing Student Externship Program

This year, ZSFG Nursing launched the REIGN Nursing Student Externship Program, made possible by the San Francisco General Hospital Foundation's Equity and Innovation Grants Program.

To honor the legacy of Mary Eliza Mahoney, the first African American licensed nurse to graduate from an accredited school of nursing, the ZSFG student nurse externship program will provide 10 student externs from underrepresented races and ethnicities into the profession of nursing with up to 120 hours of clinical and patient care experience.

National Gun Violence Awareness Day

From June 3 to June 5, 2022 ZSFG and the General Hospital Foundation partnered to participate in National Gun Violence Awareness Day.



LGBTQ+ Healthcare Equality Leader 2022

In April 2022, the Human Rights Campaign Foundation gave ZSFG a top score of 100 and the designation of "LGBTQ+ Healthcare Equality Leader" in their 15th anniversary edition of the Healthcare Equality Index (HEI).



Highlights

Successful Surveys

Survey	Timeline	Highlights
California Department of Public Health Radiologic Health Branch Survey	September 2021	Staff and Radiology Services team
Annual Residential Care Facility for the Elderly Survey	September 2021	COVID-19 protocols and overall preparedness by the team
Mental Health Rehabilitation Center Licensing Survey	February 2022	COVID-19 protocols, treatment plans, and quality & cleanliness of the kitchen area
CMS Validation Survey	May 2022	Full compliance with plan of correction
Clinical Laboratory Accreditation Survey	June 2022	8 findings out of 226 lab standards and 993 elements of performance (99% compliance)



Published Journal Articles

New England Journal of Medicine: the Evolution of a Hospital-Based COVID-19 Vaccination Program for Inpatients

Journal of Environmental and Occupational Medicine: Temperature Screening of Healthcare Personnel is Ineffective in Controlling COVID-19



Building Our Future

ZSFG has continued to make strides in building our hospital's future through multiple capital projects. These projects will improve and enable our facilities to best serve our patients.

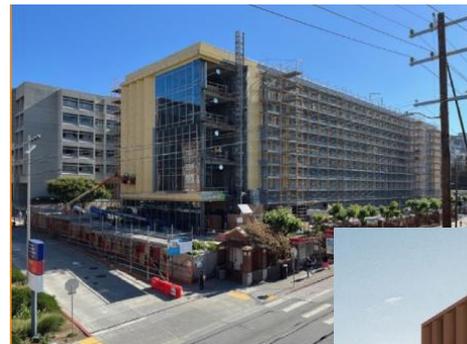
B5

- Seismic Upgrades
- Cafeteria Refresh
- Psychiatric Emergency Services
- Rehabilitation Services Relocation
- Outpatient Dialysis Relocation
- Public Health Lab Relocation
- Clinical Laboratory Track Replacement
- Relocation 6H Shared Office Space
- I.T. Infrastructure improvements
- Poison Control Relocation
- Mezzanine Safety Project



UCSF Research & Academic Building

- Construction of this five-story, 175,000 square-foot medical research building commenced in 2019 on the site of ZSFG's "Lot B/C" surface parking lot.
- Completion is tracking for mid-to-late 2023.



True North Strategies



True North Goal	Measure	Targets (FY 21-22)	Actuals (FY 21-22)
Equity	Departments Driving Equity	50%	50%
Safety	Patient Safety Composite	75%	75%
Quality	Access & Flow During COVID-19	80%	0%*
Care Experience	Real Time Survey Implementation	Significantly impacted by COVID-19 variant surges*	
Developing our People	Operationalizing "Thriving at Work" Strategy		
Financial Stewardship	Salary Variance	\$0.0M	-\$12.28M**

*This year's strategic initiatives have been significantly impacted by the Delta and Omicron COVID-19 surges in summer 2021 and winter 2022.

**The COVID-19-related costs have not yet been separated out of our operating fund to be charged to the COVID-19 budget. Therefore, these variances will appear inflated, but once these costs are removed, ZSFG is projected to have a salary variance of \$0.00.

Staff Celebrations

Annual Celebrations

UCSF Annual Medical Staff Meeting

The Community Primary Care Awards

- Dr. Susannah Stout, the former Medical Director at Silver Avenue Family Health Center
- Dr. Joanna Eveland, the Medical Director at Castro Mission Health Center

The Rapaport Award

- Dr. Barbara Haller, Chief of Laboratory Medicine.

ZSFG Annual Employee Celebration

- Cynthia Ma, a Senior Hospital Eligibility Worker who has dedicated 35 years of service to Patient Financial Services.
- Wynne Bamberg, Communications Analyst within UCSF School of Medicine Vice Dean's Office, who has dedicated 30 years of service through various roles.

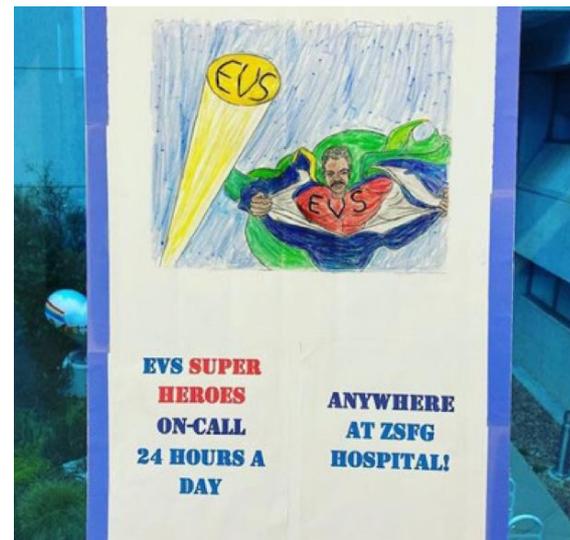
Nurses Week – May 2022

Nursing is the heart of ALL clinical care at ZSFG and it is an honor to celebrate them during Nurse's Week and throughout the year.



Environmental Services Week – Sep 2021

Our deepest gratitude to our EVS team for being excellent stewards of our facilities and caring so diligently for our patients and our staff.



Our Patients

In their own words – Patient Perspectives

- ◆ “The doctor and nurse were both very professional and caring. They made sure I was comfortable and answered my questions thoroughly.”
- ◆ “The service was all excellent. We were confident because it was in our own language, and the people were very kind.”
- ◆ “I was treated with great respect, regardless of my race and skin color.”



Profiles

ZSFG Executive Team



Adrian Smith, RN, MSN
Chief Quality Officer



Andrea Turner, JD, MBA, CNMT, ACE
Chief Operations Officer



Aiyana Johnson, MSW, MPH
Chief Experience Officer



Christine Falvey, MPA
Chief Communications Officer



Dr. Elena Fuentes-Afflick, MD, MPH
Vice Dean, UCSF



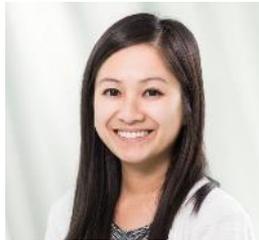
Jennifer Boffi, MPH
Chief Financial Officer



Jim Marks, MD, PhD
Chief of Performance Excellence



Karen Hill
Director of Merit and Staffing Resources



Kim Nguyen, MHSA
Director of Administrative Operations



Lisa Winston, MD
Chief of Medical Staff



Luke John Day, MD
Chief Medical Officer



Margaret Damiano, MBA
Associate Dean for Administration and Finance, UCSF



Neda Ratanawongsa, MD
Chief Medical Informatics Officer



Susan P. Ehrlich, MD, MPP
Chief Executive Officer



Terry Dentoni, MSN, RN, CNL
Chief Nursing Officer

Profiles

San Francisco Health Commission

ZSFG Joint Conference Committee



Edward A. Chow, M.D.,
ZSFG JCC Chair



Laurie Green, M.D.,
Health Commission Vice President



Susan Belinda Christian, J.D.



Dan Bernal,
Health Commission President



Cecilia Chung,
Finance and Planning Committee Chair



Suzanne Giraud, Ph.D.,
Community and Public Health Committee Chair



Tessie M. Guillermo,
LHH JCC Chair



Mark Morewitz, MSW,
Health Commission Executive Secretary

In Summary

Year of Recovery

This year was marked by our continued perseverance and resilience through the second year of the pandemic.



Returning Safely Together

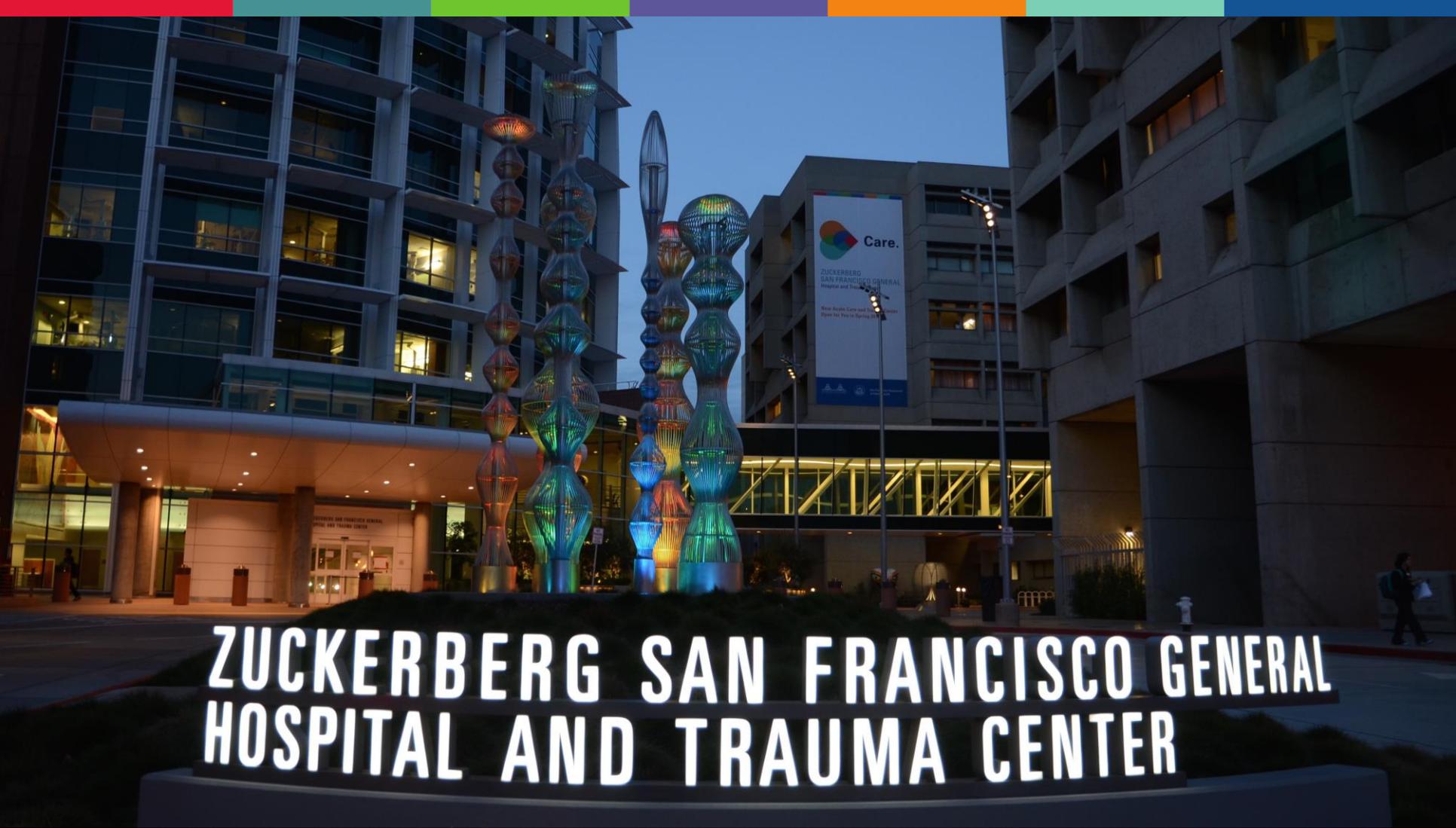
ZSFG rose to the challenge this year by ensuring our patients, community and staff return together as safely as possible.



Gratitude

ZSFG would like to express deepest gratitude to our patients and community of San Francisco. We will continue to improve in FY2021-2022.





THANK YOU